

INSTRUCTION NO.
LI 20-24

LI 20-24
PERSONNEL
2 December 1974

SUBJECT : Career Counseling

REFERENCE: Employee Bulletin dtd 1 Apr 74, Subj: New Approaches
to Personnel Management

1. All Office of Logistics (OL) careerists are aware of the Director's interest in developing new approaches to improve personnel management in the Agency and to achieve closer and more open communications between employees and managers.

2. OL has, heretofore, used a variety of means to encourage individuals to meet with representatives of the Personnel and Training Staff (P&TS), OL, as well as their career service panels and board members to obtain counseling on career development plans. The "open-door" policy in the command structure is another mechanism that has been available to individuals seeking career counseling. The foregoing notwithstanding, it is felt that, in order to better meet the Director's personnel objectives outlined in subparagraph 3d of reference bulletin, a more formalized counseling system be established.

3. The purpose of this instruction is to explain what career counseling entails and to outline how the OL career service structure is organized to provide individual career counseling.

a. Career counseling should be considered as an adjunct to the "on-the-job" counseling performed by an individual's first and second echelon supervisors. This "on-the-job" counseling includes the participation of the employee with the supervisor in the preparation of the letter of instruction (LOI). The LOI is the formalized document outlining in precise terms the nature of the job to be performed, skills required or to be developed, and specific work tasks to be accomplished. The LOI is intended to serve as the basic point of reference for a continuum of "on-the-job" counseling that takes place throughout the year culminating in the annual fitness report.

b. The career counseling program is established to provide employees with a visible counseling source that employees can

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go to on their own initiative in order to seek job assistance and career guidance. Career counseling is designed to provide an employee with information about how management views his overall standing in relation to his peers as well as current plans and prospects for career development and career progression. Counseling sessions can make a significant contribution to our goal of providing employees with opportunities and satisfactions commensurate with their individual skills and abilities. Counseling sessions will normally cover the following:

(1) They should give the individual careerist the opportunity to amplify his reassignment questionnaire, making known his aspirations, how he views his own past performance, what he is doing to better equip himself for advancement, and how he views his career development plans.

(2) A critique by the counselor of the careerist's statements of desires; a review of his total experience and performance as reflected in his fitness reports, pointing out strengths as well as weaknesses, assignment gaps that need filling, recommended training, and a realistic appraisal of where the individual stands in the Logistics career service. The counselor and the employee should consult together on what an individual can or should do to remedy deficiencies in performance as well as steps to be taken to enhance his strong points, the result of which is expected to produce the best available career development plan for the employee.

4. The OL career counseling structure is organized to provide each employee with a visible counseling service whether within or outside the chain of command. Any employee should feel free to select or approach any of the following counseling sources:

a. Employees under the cognizance of a Panel or Career Board can select the Chairman or any member of their Panel or Board as a counselor.


b. Employees may choose to select their Chief, Deputy Division Chief, or Staff Chief as a counselor.

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c. Employees may select an officer within the Personnel and Training Staff as a counselor or may contact that staff for assistance in reviewing the members of the Panel for selecting an appropriate counselor or to make arrangements for a counseling session.

5. In formalizing a career counseling as outlined above, it is not our intent to dismantle our past policy that encourages individuals to seek their own counsel from any senior office in OL because the "open-door" policy still pertains up to and including the Director of Logistics. It is also not our intent, in adopting this program, to circumvent or eliminate normal grievance procedures that are available to any employee through any of the Agency's regulatory channels.


MICHAEL J. MELANICK
Director of Logistics

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4. The OL career counseling structure is organized to provide each employee with a visible counseling service whether within or outside the chain of command. Any employee should feel free to select or approach any of the following counseling sources:

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Approved For Release 2000/05/08 : CIA-RDP78-05399A000100010005-0

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MICHAEL J. MALONE
Director of Logistics

Mich. (Pls check on dist. for us.)

thanks

see below

D/L (Pls sign in black ink).
thanks - *

300 new

OL/REG

*10 PSL later
29 Nov
Due in
5 Dec*

LI 20-24 - Career Counseling

*
Mr. M - re Registry's question on
distribution, suggest usual dist-
ribution; i.e., limited number of
copies distributed and then
routed to every individual in an
office.

11-27-74

Mich -

FYI - salvaged page 1 of final
on this LI - only change
was date.

27 NOV 1974

D/L (Pls sign in black ink - thank

ly

OL/REG

LI 20-24 - Career Counseling

MEMORANDUM FOR: *MIKE* 13 NOV 1974

*Here is my re-do to
the LI on Caren - Counseling.
I am asking [redacted] and
the S Panel to comment on
this before it is published -
would also like [redacted]
to review it when he gets back*

Hal D

12 NOV 74
(DATE)

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RM NO. 101 REPLACES FORM 10-101
AUG 54 WHICH MAY BE USED.

(47)

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Per mich - 19 Nov 74 - Final copy with [redacted]
backup she returned for our files.

D R A F T

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cts/3491
Draft Logistics Notice

Approved For Release 2000/05/08 : CIA-RDP78-05399A000100010005-0

21 20-24
19 Nov 74

TITLE: Career Counseling

REFERENCE: Employee Bulletin dtd 1 Apr 74
to Personnel Management

JS

Subj: New Approaches

1. All Office of Logistics (OL) careerists are aware of the Director's interest in developing new approaches to improve personnel management in the Agency and to achieve closer and more open communications between employees and managers.

2. The Office of ^{OL} Logistics has, heretofore, used a variety of means to encourage individuals to meet with representatives of *the Personnel and Training Staff (P&TS), OL,* OL/P&TS as well as their career service panels and board members to obtain counseling on career development plans. The "open-door" policy in the command structure is another mechanism that has been available to individuals seeking career counseling. The foregoing notwithstanding, it is felt that, in order to better meet the ^{Director's} DCI's personnel objectives outlined in ^{the} paragraph 3d of reference bulletin, a more formalized counseling system be established.

3. The purpose of this ^{instruction} notice is to explain what career counseling entails and to outline how ^{the} OL career service structure is organized to provide individual career counseling.

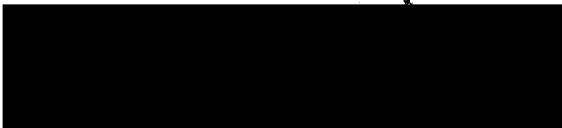
a. Career counseling should be considered as an adjunct to the "on-the-job" counseling performed by an individual's first and second echelon supervisors. This "on-the-job" counseling includes the participation of the employee with the supervisor in the preparation of the Letter of Instruction (LOI). The LOI is the formalized document outlining in precise terms the nature of the job to be performed, skills required

MEMORANDUM FOR: Chief, Personnel and Training Staff, OL
Chief, Plans and Programs Staff, OL
Chief, Procurement Management Staff, OL
Chief, Security Staff, OL
Chief, Logistics Services Division, OL
Chief, Printing Services Division, OL
Chief, Procurement Division, OL
Chief, Real Estate and Construction Division, OL
Acting Chief, Supply Division, OL
Chief, Budget and Fiscal Branch, EO/OL
Chief, Records and Services Branch, EO/OL

SUBJECT : Winter Leave Schedules

REFERENCE : LI 20-8

In accordance with paragraph 4c of the referent Logistics Instruction, it is requested that winter leave schedules for division and staff chiefs and their deputies be submitted to the Executive Officer, OL, by 15 November 1974.


Executive Officer, OL

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or to be developed, and specific work tasks to be accomplished. The LOI is intended to serve as the basic point of reference for a continuum of "on-the-job" counseling that takes place throughout the year culminating in the annual fitness report.

b. The ~~Career Counseling Program~~ is established to provide employees with a visible counseling source that employees can ~~go to on their own initiative~~ in order to seek job assistance and career guidance. Career counseling is designed to provide an employee with information about how management views his overall standing in relation to his peers as well as current plans and prospects for career development and career progression. ~~It is our intent that~~ Counseling sessions ^{can} ~~will~~ make a significant contribution to our goal of providing employees with opportunities and satisfactions commensurate with their individual skills and ability. ^{ies.} Counseling sessions ^{will normally cover} ~~are expected to include~~ the following general subjects:

- (1) ^{They would like should give} ~~The~~ individual careerist ~~has~~ the opportunity to amplify his reassignment questionnaire, making known his aspirations, how he views his own past performance, what he is doing to better equip himself for advancement, and how he views his career development plans.
- (2) ^{of} ~~The~~ "counselor" ^a ~~critiques~~ ^{of} the careerist's statements of desires; ^{or} ~~reviews~~ his total experience and performance as reflected in his fitness reports, pointing out strengths as well as weaknesses, assignment gaps ~~that~~.

Dear Midge:

I learned

that need filling, recommended training, and a realistic appraisal of where the individual stands in the Logistics Career Service. The ~~counselor~~ and the employee ^{should} consult together on what an individual can or should do to remedy deficiencies in performance as well as steps to be taken to enhance his strong points; the result of which is expected to produce the best available career development plan for the employee.

4. The OL career counseling structure is organized as follows:

a. Employees in grades GS-03 through GS-06 ^{(except those under} ~~(including the~~ ^{secretary, stenographer,} ~~equivalent Wage and Printing Board grades)~~ ^{and personnel under cognizance of the} will be counseled by their staff ^{OL/P&TS} or division chiefs or by a personnel officer in our Personnel and Training Staff. Individuals in this category desiring counseling service should direct their request to ^{(the} Chief or Deputy Chief, P&TS ^{Panel} who will make appointments, as appropriate, with a P&TS representative or the division or staff chief.

b. Employees grades GS-07 through GS-13 ^{(including the} ~~(including the~~ ^{and printing} ~~equivalent Wage Board grades)~~ ^{and personnel under cognizance of (A Panel)} will be counseled by their panel chairman or, in the case of the larger career service panels ^(S and L), a panel member to be selected by the panel chairman. Employees should direct their requests to their respective career service panel chairman, who will undertake the counseling himself or designate one of the panel members to perform the counseling and set up an appointment.

c. Employees GS-¹⁴ ~~14~~ and above will be counseled by a designated member of the Logistics Career Service Board ^(LC SB).

Employees should direct their requests to the Chairman, ~~of the~~ LCSB, who will designate the board member most appropriate to perform the counseling.

5. The foregoing structure is designed to ensure that counseling is made available to all employees on a timely basis. It is therefore necessary to spread the counseling function among our most experienced officers and allow these officers to thoroughly prepare themselves for individual counseling sessions by devoting the time required to become completely conversant with the employees' official record and the panel's^{*} deliberations in the evaluation process. In formalizing a career counseling program as outlined above, it is not our intent to dismantle our past policy that encourages individuals to seek their own counsel from any senior officer in OL ^{because} the "open-door" policy still pertains up to and including the Director of Logistics. *It is also not our intent,*

in adopting this program, to circumvent or eliminate normal grievance procedures that are available to any employee through any of the Agency's regulatory channels.

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* d. Although counselors are expected to make themselves available at the request of an employee, employees should recognize that, in order to provide an effective counseling function, counselors need time to ~~thoroughly~~ prepare themselves to discuss all aspects of the employee's employment history and future career plans to include: (1) being completely conversant with the employee's official record, (2) the career service panel rankings and deliberations in the evaluation process, (3) comments from the appropriate division chief, and (4) information from the LCSB review of career service panel rankings and recommendations.

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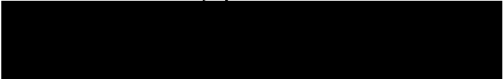
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b. Employees grades GS-07 through GS-13 (including equivalent wage board and printing grades and personnel under the cognizance of the A Panel) will be counseled by their panel chairmen or, in the case of the larger career service panels (S and L), a panel member to be selected by the panel chairman. Employees should direct their requests to their respective career service panel chairmen, who will undertake the counseling himself or designate one of the panel members to perform the counseling and set up an appointment.

c. Employees GS-14 and above will be counseled by a designated member of the Logistics Career Service Board (LCSB). Employees should direct their requests to the Chairman, LCSB, who will designate the board member most appropriate to perform the counseling.

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